

LONDON- WEST MIDLANDS ENVIRONMENTAL STATEMENT

Volume 5 | Technical Appendices

Transport Assessment (TR-001-000)

Annex A: Framework travel plan

Traffic and transport

November 2013

LONDON- WEST MIDLANDS ENVIRONMENTAL STATEMENT

Volume 5 | Technical Appendices

Transport Assessment (TR-001-000)

Annex A: Framework travel plan

Traffic and transport

November 2013



Department for Transport

High Speed Two (HS2) Limited has been tasked by the Department for Transport (DfT) with managing the delivery of a new national high speed rail network. It is a non-departmental public body wholly owned by the DfT.

A report prepared for High Speed Two (HS2) Limited.

High Speed Two (HS2) Limited,
Eland House,
Bressenden Place,
London SW1E 5DU

Details of how to obtain further copies are available from HS2 Ltd.

Telephone: 020 7944 4908

General email enquiries: HS2enquiries@hs2.org.uk

Website: www.hs2.org.uk

High Speed Two (HS2) Limited has actively considered the needs of blind and partially sighted people in accessing this document. The text will be made available in full on the HS2 website. The text may be freely downloaded and translated by individuals or organisations for conversion into other accessible formats. If you have other needs in this regard please contact High Speed Two (HS2) Limited.



Printed in Great Britain on paper
containing at least 75% recycled fibre.

Contents

1	Introduction	1
1.1	Purpose and context of this document	1
1.2	The scheme	1
1.3	Construction phase	3
1.4	Operational phase	3
1.5	The framework travel plan	4
2	Planning background and policy	5
2.1	Overview	5
2.2	National Government policy	5
2.3	Regional policy	6
2.4	HS2 sustainability policy	8
2.5	Draft CoCP policy on traffic and transport	8
3	Construction workforce travel plans	10
3.1	Aims and objectives	10
3.2	Implementation: appointment of a travel plan coordinator	10
3.3	Site evaluation	11
3.4	Audit of site and surrounding network	11
3.5	Site travel requirements	11
3.6	Workforce travel mitigation measures	11
3.7	Targets and monitoring	12
3.8	On-going implementation and legacy	13
4	Operational phase travel plans	14
4.1	Types of operational travel plans	14
4.2	Definition, aims and objectives	14
4.3	Services and operating characteristics	15
4.4	Site evaluation	16
4.5	Audit of site and surrounding network	16
4.6	Implementation: appointment of a TPC	16
4.7	Evaluation of travel requirements	17

4.8	Physical measures to encourage sustainable travel	18
4.9	Working in Partnership	19
4.10	Measures to promote and encourage sustainable travel	19
4.11	Targets and monitoring	20
5	Framework travel plan review and funding	22
5.1	Review	22
5.2	Funding	22
6	Action plan	23
7	References	25

List of figures

Figure 1: Proposed HS2 network	2
--------------------------------	---

List of tables

Table 1: Example TP action plan	23
---------------------------------	----

1 Introduction

1.1 Purpose and context of this document

- 1.1.1 This document sets out a 'framework' for developing travel plans to help reduce the impact of the travel demands of the construction sites and operational stations and depots associated with HS2 Phase One (London West Midlands).
- 1.1.2 Travel plans can help reduce vehicle movements and associated pollution and congestion. For worksites they contribute to the efficiency of site operations and to the health and safety of the workforce and the travelling public. Station travel plans are valuable to the rail industry because they help to address 'door to door' journeys. The convenience of access to and from the station for the 'first and last mile' can be a critical factor in the decision to travel by rail or another mode.
- 1.1.3 This framework travel plan (FTP) document sets out the steps required to create a location specific travel plan. It covers the expected content and suggestions about measures that can be introduced.
- 1.1.4 The Proposed Scheme is being delivered by HS2 Ltd, the company set up by the Government to develop proposals for a new high speed railway line between London and the West Midlands and to consider the case for new high speed rail services linking London, northern England and Scotland. Powers to construct and operate the Proposed Scheme will be sought by means of a hybrid bill to be submitted to Parliament. Responsibilities for construction will be discharged by the nominated undertaker appointed to implement the powers of the hybrid bill. The nominated undertaker is the body appointed by the Secretary of State responsible for delivering the scheme.
- 1.1.1 HS2 Ltd is committed to delivering practical travel plans covering both construction and operational sites and will ensure this is achieved through contractual obligations between the nominated undertaker and the relevant contractors and operators.
- 1.1.2 As an entirely new scheme, HS2 Ltd has the opportunity to set the highest standards for sustainable transport during construction and operation.

1.2 The scheme

- 1.2.1 HS2 is a new high speed railway proposed by Government to connect major cities in Britain. When completed, it would provide a new link between London, the Midlands and the North. It would increase the capacity of the rail network to meet future demand and bring people and businesses closer together.
- 1.2.2 It is proposed that HS2 be developed in two phases. Phase One (the Proposed Scheme) would link London, Birmingham and the West Coast Main Line (WCML) north of Lichfield, extending for approximately 230km (143 miles) and passing through 28 local authority areas. Phase Two would in due course extend the high speed network to Leeds and to Manchester, with connections onto the WCML south of Wigan and the East Coast Main Line south of York. The proposed HS2 network and connections to existing rail lines is shown in Figure 1.

Figure 1: Proposed HS2 network



- 1.2.3 Development of Phase Two is continuing and will be subject to separate consultations, environmental assessment process and hybrid Bill at a later date. However, where necessary the environmental assessment for Phase One includes consideration of the effects of operating both Phases. However this FTP covers the requirements associated with the construction and operation of Phase One only.

1.3 Construction phase

- 1.3.1 It is proposed that Phase One will be constructed from a series of compound sites, ranging from large main sites where stations, depots or other major works would be constructed, to satellite sites covering more specific activities such as retaining wall construction, track works or bridge construction.
- 1.3.2 The duration of use for different compound sites will vary significantly between sites that will be active for 1 to 2 years to those which will be active for up to 10 years, such as those associated with the construction of a remodelled station at Euston.
- 1.3.3 Where possible the compound sites will endeavour to make best use of rail and water modes to transport all materials and waste from the sites. The intention, for example, is to make best use of Calvert and designated rail heads to maximise the material and waste that can be transport by rail. Details of the compound sites and the predicted workforce trip generation are provided within the Transport Assessment¹ (TA).

1.4 Operational phase

- 1.4.1 Four stations are proposed:
- London Euston station (CFA 1): the existing station would be extended to the west to provide 11 new HS2 platforms while retaining 13 existing platforms. The station would be built to an integrated design with a single modernised concourse serving the whole station, with improved connections to rail, London Underground (Northern and Victoria lines and a new direct link to Euston Square station) and bus services;
 - Old Oak Common station (CFA 4): west London – providing connections with Crossrail, Great Western Main Line and Heathrow Airport services;
 - Birmingham Interchange station (CFA 24): Solihull – including connections (by people mover system) to Birmingham International railway station, the National Exhibition Centre and Birmingham Airport; and
 - Curzon Street station (CFA 26): central Birmingham – a new terminus with a link to Moor Street station and close to Birmingham New Street.
- 1.4.2 In addition there will be:
- an infrastructure maintenance depot at Calvert (CFA 13) in Buckinghamshire, and
 - a rolling stock maintenance depot at Washwood Heath (CFA 26) in east Birmingham.

¹ Volume 5 Appendix - TR-001-000

1.5 The framework travel plan

- 1.5.1 The FTP sets out how travel plans will be used along with a range of potential measures to mitigate the impact of transport associated with construction, maintenance and operation of HS2 based on the current level of understanding.
- 1.5.2 As HS2 is of national importance it should be noted that national policy has been used to provide the overarching principles for the development of the FTP. The Department for Transport (DfT) defines travel plans generally, as "a strategy for managing the travel generated by your organisation, with the aim of reducing its environmental impact, typically involving support for walking, cycling, public transport and car sharing."
- 1.5.3 In relation to the construction workforce travel plan requirements this FTP has been prepared using the information collated in the Environmental Statement (ES) and in the associated draft Code of Construction Practice² (CoCP).
- 1.5.4 Due to the nature and location of the proposed stations and depots, it is likely that the operation of these facilities will have cross-boundary implications and a range of requirements. Nonetheless as far as reasonably practicable, consistency with local guidance has been considered, especially where these facilities are located. Particular consideration has been given to policy from London Boroughs of Camden (LBC) and Hammersmith and Fulham (LBHF), Transport for London (TfL), Buckinghamshire County Council (Buckinghamshire CC), Solihull Metropolitan Borough Council (SMBC), Birmingham City Council (Birmingham CC) and Centro (West Midlands Integrated Transport Authority); as well as good practice set out in Network Rail (NR) and Association of Train Operating Companies (ATOC) guidance on station travel plans. Where applicable, existing station travel plans are taken into account.
- 1.5.5 The scope of the FTP includes:
- all construction workforce travel – the framework aims to inform site specific plans which the lead contractors³ will be required to produce;
 - operation of new depots and stations (Euston Station, Old Oak Common Station, Calvert depot, Birmingham Interchange Station, Washwood Heath depot, Curzon Street Station) – the framework provides guidance on the expected contents of a station or depot specific travel plan which will be the responsibility of the station or depot operators;
 - details of the requirements for setting targets for encouraging sustainable travel- to link into those already proposed for Euston; and
 - consideration of occasional maintenance activities.
- 1.5.6 Alongside the travel plans, consideration will be given to how delivery and servicing will operate at stations and depots, as well as car parking management plans.

² Volume 5 Appendix - CT-003-000/1

³ The lead contractor on a construction site is responsible for planning, managing and co-ordinating themselves and/or the works and all other contractors working on their site, or any other contractor directly employed by the nominated undertaker to undertake key construction works on site.

2 Planning background and policy

2.1 Overview

- 2.1.1 Travel plans form a key part of the Government's drive for an environmentally conscious and responsible transport policy. They are regarded as a critical implementation tool for delivering sustainable travel patterns and encouraging sustainable travel behaviour and form a standard planning requirement. This is also reflected in the approach taken by Local Planning Authorities in relation to the need for travel plans to support the delivery of innovative transport solutions to meet local transport objectives.
- 2.1.2 National, regional and local policy and guidance documents should be considered when contractors and operators develop their site specific travel plans.
- 2.1.3 The following is a summary of the current policy and guidance which is deemed relevant for review. This summary should be taken as a guide and it is essential that a full policy review is conducted by each contractor and operator at the time of producing the site specific travel plan. Due to the strategic importance of HS2 it is expected that national policy and guidance will take precedence.

2.2 National Government policy

- 2.2.1 The Department for Communities and Local Government (DCLG) published the National Planning Policy Framework (the NPPF) in March 2012. The NPPF replaces the previous planning policy guidance (PPG) and planning policy statement (PPS) documents.
- 2.2.2 With specific reference to transport, the NPPF states that "the transport system needs to be balanced in favour of sustainable transport modes, giving people a real choice about how they travel". The NPPF also indicates that "developments should be located and designed where practical to:
- accommodate the efficient delivery of goods and supplies;
 - give priority to pedestrian and cycle movements, and have access to high quality public transport facilities;
 - create safe and secure layouts which minimise conflicts between traffic and cyclists or pedestrians, avoiding street clutter and where appropriate establishing home zones;
 - incorporate facilities for charging plug-in and other ultra-low emission vehicles; and
 - consider the needs of people with disabilities by all modes of transport".
- 2.2.3 The NPPF indicates that "a key tool to facilitate this will be a travel plan. All developments which generate significant amounts of movement should be required to provide a travel plan".

- 2.2.4 The DfT produced 'Good Practice Guidelines: Delivering Travel Plans through the Planning Process' in April 2009 as best practice guidance. This document sets out the actions that can be taken in producing high-quality travel plans. The guidelines aim to help those creating and implementing travel plans understand the process involved and outlines good practice steps for achieving successful and sustainable travel plans.
- 2.2.5 'Creating Growth, Cutting Carbon', published by the DfT in 2011 promotes the greater prioritisation of walking, cycling and public transport for short local journeys, including travel to and from stations. The policy recognises that short distance trips of fewer than five miles offer the greatest opportunity to make sustainable travel choices.
- 2.2.6 Most long distance rail trips begin and end with a short distance trip to and from the station. The document particularly encourages station and train operators to consider the concept of 'end to end' journeys starting from home to the station and finishing with the trip from station to final destination. This might include integrating bus and rail timetables, station travel plans, provision of real time information, convenient interchange between bus/cycle/walk routes and the rail service, and providing facilities such as cycle hire and secure parking.
- 2.2.7 The Association of Train Operating Companies (ATOC) guidance (2013) offers a 'station travel plan toolkit' which describes:
- benefits associated with an STP;
 - establishing the right partnerships;
 - managing an STP;
 - implementing STP measures; and
 - successful monitoring techniques.

2.3 Regional policy

- 2.3.1 The 'London Plan', the Mayor's spatial development strategy produced by the Greater London Authority (GLA), was published in July 2011. In line with Government transport policy, it emphasises the need to integrate transport and planning to promote more sustainable modes of transport than the private car.
- 2.3.2 The Mayor's Transport Strategy (MTS) is a statutory document, developed alongside the London Plan and Economic Development Strategy (EDS) which sets out the Mayor's transport vision and describes how TfL and its partners, including the London boroughs, will deliver that vision. Two passages setting out key priorities in Chapter 5 (of MTS) are of particular relevance to Euston:
- "central London termini station congestion relief and onward distribution enhancements (the potential of all onward modes will be considered)"; and
 - "the Mayor, through TfL, and working with NR, the train operating companies and other transport stakeholders, will encourage the provision of rail services in London that meet common service standards, including improved

ambience, amenities and wayfinding at all stations, and staff availability at each station”.

- 2.3.3 MTS Proposal 4: indicates support for a national high-speed rail network on the basis that the main London terminal for any new high-speed line is centrally located, well-connected to the existing public transport network, and widely accessible to maximise access to jobs and London’s population.
- 2.3.4 Euston station sits within the Borough of Camden and Old Oak Common Station will be located within the Borough of Hammersmith and Fulham, both of which have Local Implementation Plans (LIP) for transport.
- 2.3.5 Within London, TfL’s ‘Travel Plans for New Development’ (2012) document provides specific guidance on travel plan preparation but should be considered alongside specific NR guidance on station travel plans.
- 2.3.6 Buckinghamshire County Council, within which Calvert depot will be located, has embedded the need for developer travel plans within its Local Transport Plan 3 (2011 – 16) and Sustainable Community Strategy 2011 – 26. Specific advice on requirements and a template travel plan are included in ‘Sustainable Travel Plans, Guidelines for Developers’ (update 2012).
- 2.3.7 Within the West Midlands, Centro, the ITA, holds a strategic coordinating role for transport and new development. Centro works in partnership with the seven local authorities towards the objectives of the West Midlands Local Transport Plan 3 2011-26 and its implementation plans, the first of which runs to 2016.
- 2.3.8 The Interchange station will be located within SMBC while Washwood Heath and Curzon Street will be situated within Birmingham CC area. The LTP3 recognises the importance of HS2 as a new transport link and as a way to release capacity on the existing local rail network. The LTP3 includes and emphasis on sustainable and active travel in the current implementation plan.
- 2.3.9 SMBC and Birmingham CC follow the national policy in requiring travel plans for significant new developments, and within the Centro area, station travel plans are already in place at many local stations. In addition, a smarter choices programme including the promotion of travel plans is being implemented throughout the area with funding from the Local Sustainable Transport Fund (LSTF) and LTP3, including targeted local journeys such as the trip to the station or to work.
- 2.3.10 An important theme, in line with objectives set out in the NR guidance on station travel plans, is a legible multi-modal approach to signing and wayfinding (branded as Network West Midlands) to give passengers a common and easy to understand experience whether they travel by foot, bike or on public transport and to facilitate interchange between modes. The Councils work with Centro to promote Company TravelWise locally as the main basis for working with external organisations.

2.4 HS2 sustainability policy

2.4.1 The ES sets out the policies by which the environmental impact of HS2 construction and operation will be reduced. With regard to transport⁴ this includes:

- measures to reduce the impact of construction traffic – traffic management plans, construction workplace travel plan, traffic management processes, potential for on-site accommodation for construction workers, identification of routes for construction (heavy goods) vehicles;
- where roads require temporary closures, alternative routes for buses (including temporary bus stop infrastructure) and traffic diversions will be put in place;
- new or realigned highway crossings of the Proposed Scheme will generally be built 'offline', so that they can be completed prior to closure of existing road;
- if PRow require temporary closure during construction, the affected PRow will usually be diverted to the nearest available PRow (or road if suitable) prior to closure with appropriate signing until it is either re-established or permanent diversion is completed; and
- onward journeys using public transport and other sustainable modes would be actively encouraged at all proposed stations, with cycle parking facilities, promotion of wayfinding and infrastructure for interchange opportunities, clearly designated pedestrian connections.

2.4.2 The land required permanently for the scheme will include the operational rail corridor, stations and depots. Some roads and Public Rights of Way (PRow) will be permanently diverted. Land would also be required temporarily for construction site compounds, temporary diversion of roads, PRow and private access routes, watercourses and utilities.

2.5 Draft CoCP policy on traffic and transport

2.5.1 The following extract from the draft CoCP sets out the general policies for HS2 construction sites.

Traffic management – general provisions

2.5.2 The nominated undertaker will require during its construction works that the impacts on the local community from construction traffic and workforce travel are managed by its contractors and that public access is maintained where reasonably practicable.

2.5.3 For construction traffic, the impact of road-based construction traffic will be reduced by identifying clear controls on vehicle types, hours of site operation, and routes for HGVs. Highway works required to accommodate construction traffic will be identified. Investigations will continue, where appropriate, to seek further ways to reduce impacts such as increased use of rail or water for transportation of construction materials.

⁴ HS2 Policy Document – Traffic and Transport Mitigation Policy (HS2-HS2-EV-POL-000-000012)

- 2.5.4 For the workforce, where reasonably practicable, the number of private car trips to and from the site (both workforce and visitors) will be reduced by encouraging alternative modes of transport or vehicle sharing.
- 2.5.5 Construction workforce travel plan documents will be produced by each lead contractor which will encourage the use of sustainable modes of transport to reduce the impact of workforce travel on local residents and businesses. The plans will follow the guidance provided in the FTP and include details of the:
- appointment of a travel plan co-ordinator and a description of their responsibilities;
 - key issues relevant to each compound/ construction site or group of sites;
 - site activities and surrounding transport network including relevant context plans;
 - anticipated workforce trip generation and how it may change during the construction process;
 - travel mitigation measures that will be introduced to reduce the impact of construction workforce on the transport network;
 - target mode shares for construction workforce;
 - methods for surveying workforce travel patterns; and
 - process for monitoring, reviewing and where necessary the construction workforce travel plan.
- 2.5.6 The overall approach of the ES is to assess the most likely scenario for traffic and transport. However, HS2 Ltd will seek to reduce impacts further, including through use of this FTP. The principles of promoting sustainable travel for the workforce will be continued within the site specific travel plans.

3 Construction workforce travel plans

3.1 Aims and objectives

- 3.1.1 It is anticipated that the overall construction phase could last up to ten years although activity at individual locations is often a much shorter duration. A number of construction compound sites have been identified in the ES, for which site-specific local environmental management plans (LEMP) will be produced. A number of these will be significant hubs of local on-site employment during the construction phase, as well as associated with movements of plant, equipment, excavation and construction.
- 3.1.2 Lead contractors will be required to produce traffic management plans (TMP) that will aim to:
- reduce the impact of freight movements associated with construction activities; and
 - reduce any severance, disruption, diversion and damage to local roads, footpaths and other rights of way during construction.
- 3.1.3 This FTP, will sit alongside the LEMPs and TMPs, providing guidance on the requirements for construction workers travel plans (CWTP) specifically how to reduce the impact of staff travel to construction sites including any temporary car parking arrangements to minimise the impact on local residents and businesses.
- 3.1.4 Objectives to support these aims will include:
- effective management of construction worker traffic to minimise damage to the environment, impact on the surrounding road network, danger to road users and disturbance to neighbouring properties; and
 - the introduction of measures to reduce single occupancy car journeys by staff working on construction sites through the encouragement of car-sharing, public transport, cycling and walking to work where possible.
- 3.1.5 Lead contractors will provide a single travel plan document to cover a number of compound worksites if this is appropriate rather than duplicating documents.

3.2 Implementation: appointment of a travel plan coordinator

- 3.2.1 Each lead contractor with responsibility for the site(s) will appoint a TPC to lead the development and implementation of the travel plan. The TPC will act as a single point of contact for all parties with an interest in the site, from construction companies through to local planning and transport authority staff, so that concerns can be quickly raised and acted upon.
- 3.2.2 Where appropriated a single TPC will be responsible for a series of compound worksites on behalf of the same contractor.

3.3 Site evaluation

- 3.3.1 The travel plan should include a summary of the local transport and site operation issues relevant to each compound worksite. Any specific local issues raised by the consultation process will also be noted and addressed if they are relevant to the construction workforce travel plan (such as local congestion pinch points, proximity of local schools that can be avoided by site traffic).

3.4 Audit of site and surrounding network

- 3.4.1 The CWTP will include a description of the site and the boundaries of the construction works pertaining to a particular construction compound. This will include a location plan showing the local context of the site and a more detailed plan showing the road network directly serving the site. The description should include:
- public transport services - nearest stops/stations, timetables and principal destinations served; and
 - non-motorised user routes - existing footways, road crossings, other rights of way (bridleways, footpaths, canal towpaths), cycle lanes and cycle tracks.
- 3.4.2 Much of this information will be readily available from the TA, which will likely have to be updated using local authority source information (and the Highways Agency if trunk roads affected).

3.5 Site travel requirements

- 3.5.1 The travel plans will set out the anticipated workforce travel that will be generated by the site. It is the nature of a construction site that activities change over time with different implications for travel and traffic generation. The travel plan will relate to the key milestones in the construction process and phasing of works from site clearance and preparation through to completion.

3.6 Workforce travel mitigation measures

- 3.6.1 It is proposed that a number of the compound workforce construction sites will include on site accommodation which will assist with reducing the impact of workforce travel on the transport network. Details on the number of trips this reduces will be included within the site specific travel plans.
- 3.6.2 The workforce that travel directly to the site can benefit from some of the standard approaches that apply to travel planning in any workplaces:
- gather information on travel habits to understand origin locations of workforce to enable targeted interventions on car sharing, public transport or special staff buses;
 - operate core working hours that coincide with availability of local public transport assuming that the workforce will be travelling in the hours preceding and following the working day (the draft CoCP outlines the anticipated working hours for the majority of the workforce as 08:00 – 18:00 on weekdays,

excluding bank holidays, and 08:00 – 13:00 on Saturdays). The nominated undertaker would require contractors to adhere to these core hours as far as reasonably practicable. It should be noted that where some construction activities will fall outside of these working hours, including 24-hour working⁵, availability of public transport should be identified in the relevant CWTP for the sites where this will occur;

- provision of on-site services, such as catering, to reduce the requirement to travel off site during the working day;
- encouragement of car-sharing by awareness raising measures and help with finding partners with similar journeys (this may include signing up to car-share schemes operated by the local authority and its partners to enable access to a wider local pool of people travelling within an area);
- potential provision of mini-bus services to assist with travel to sites and between sites to reduce traffic entering the site or travelling between construction sites;
- provision of good quality and accurate information on local public transport services
- encouragement of the use of public transport through raising awareness of local services, offering discounted season tickets or loans for season ticket purchase;
- encouragement of cycling through awareness of local routes and discounted tax-free cycle purchase scheme or interest-free loans for cycle purchase;
- provision of secure cycle parking on site;
- measures to manage car parking on site to ensure safe access and to discourage parking off-site in areas where this might adversely impact local residents or businesses:
- provision of safe and well-lit walking routes from nearby bus stops car parking areas, and to work areas within the site; and
- an on-going commitment to promote safe and sustainable transport to the workforce through events and publicity.

3.7 Targets and monitoring

3.7.1 The TPC will engage with the relevant local planning authority on appropriate targets and monitoring arrangements. This might include:

- provision of realistic targets once the site specific travel characteristics are fully appreciated. These should be based initially on the TA for the sites recognising that traffic levels will fluctuate in different phases;

⁵ 24-hour working is assumed to be, but not constrained to, three shifts - 07:00-15:00, 15:00-23:00 and 23:00-07:00.

- staff travel surveys to enable the actual mode share information for each site to be better determined and provide a sound basis on which to develop and set bespoke targets as appropriate;
- monitoring of other supporting activity such as membership of car share schemes, take up of employee cycle loans; and
- a review of similar compound worksites to identify lessons learned which can inform the travel plan arrangement for new compound sites.

3.8 On-going implementation and legacy

- 3.8.1 The TPC will remain responsive to changing circumstances during the construction period for sites with long construction periods. The TPC should also continue to liaise with the relevant local authority and public transport operators to ensure that employees can take advantage of any improvements to local services or local funding opportunities for sustainable transport.
- 3.8.2 Some construction sites will eventually be operational stations and depots. The TPC will therefore need to work with the nominated undertaker's design team and the relevant local authority (including Centro, Buckinghamshire, TfL, Camden and Hammersmith and Fulham) to ensure that measures identified in outline design discussions are delivered in the final schemes. Any changes to designs due to unforeseen site issues should not unduly prejudice long-term sustainable travel. This could include:
- checking bus facilities are convenient and accessible to station entrances;
 - ensuring that levels of cycle parking are sufficient to meet anticipated mode shares; and
 - ensuring that walking routes are safe, direct and well-lit.
- 3.8.3 The final iteration of the CWTP at such legacy sites should provide the basis for handover to the operator to develop a travel plan for the operational phase of stations and depots.

4 Operational phase travel plans

4.1 Types of operational travel plans

- 4.1.1 There are different purposes for travel during the operations of Hs2 Phase One, some of which require a different type of travel plan. The main reasons for travel include:
- Passengers to/from stations;
 - Staff to/from stations and depots; and
 - Deliveries to/from stations and depots.
- 4.1.2 There will also be maintenance requirements along the route at remote locations (i.e. vent shafts), which do not require a travel plan as trips will be small in number.
- 4.1.3 Station travel plans (STP) will provide guidance for passenger and staff trips to the four stations. Maintenance depot travel plans will similarly be required for staff for the two depots. Alongside these will be delivery and servicing plans and, as appropriate, car park management plans.

Station travel plans

- 4.1.4 Each travel plan should be based on the guidance on STPs provided by NR and ATOC, as well as guidance on travel planning for workplaces and new developments provided by relevant local transport authorities (references are appended in section 7).
- 4.1.5 An integral part of all good travel planning is the close cooperation with the local planning authority and travel awareness teams as partners in defining the exact scope of the travel plan and in its implementation and monitoring arrangements. The depot or station operator will be required to appoint a TPC for each location, who will work closely to develop links with delivery partners. Suggested references to assist travel plan coordinators in preparing depot and station travel plans are listed at the end of this document.

Maintenance depot travel plans

- 4.1.6 The proposed maintenance depots at Calvert and Washwood Heath should seek to operate under the same principles as the stations as far as is reasonably practicable in relation to workforce. These principles are outlined in the sections below.

4.2 Definition, aims and objectives

- 4.2.1 The ATOC guidance on the 'Implementation of Station Travel Plans' (2013) defines a station travel plan as "a management tool for improving access to and from a station and mitigating local transport and parking problems, supporting sustainable growth in rail patronage and the strategic objectives of the rail industry. The STP is jointly agreed and delivered by the rail industry, LAs, other stakeholders and the local community working in partnership".
- 4.2.2 In this document any travel associated with construction of the station sites is covered in the CWTP set out in section 3. The scope of the STP is for the operational phase of HS2 and covers:

- access and egress to the station for passenger travel; and
- employee travel, including rail staff and others working on the site such as retail staff, security/policing and cleansing contractors.

4.2.3 The aim of a STP is therefore to reduce any adverse impacts of travel to and from the station while at the same time facilitating access to rail services.

4.2.4 This is supported by a number of objectives:

- to encourage access by walking, cycling and public transport;
- to provide facilities and infrastructure that supports access by walking, cycling and public transport within the station site and its surrounding area;
- to manage car travel to the site by providing dedicated and controlled facilities for taxi pick up and drop off, short stay parking areas suitable for 'kiss and ride' in a safe environment away from the main pedestrian and cycle routes and general control car parking (for example at all the station locations no long stay car parking will be provided);
- to use promotional activities and incentives such as through-ticketing, 'plus-bus', media campaigns, events and information to encourage sustainable travel to and from the station; and
- to work in partnership with the local authority and other stakeholders when developing measures and promotional strategies to encourage sustainable travel.

4.2.5 The individual STPs may include other specific objectives that reflect local transport priorities or concerns.

4.3 Services and operating characteristics

Stations

4.3.1 Station sites for HS2 Phase One will be Euston (interchange to national and suburban rail and London Underground), Old Oak Common (for interchange with HS1 and Crossrail), Birmingham Interchange (interchange to Birmingham International rail station, NEC and airport) and Curzon Street (access to Birmingham City Centre, Moor Street and New Street stations for national and suburban rail). All sites also include links to local bus services.

Services

4.3.2 Services are likely to operate from 05:00 to 24:00 from Monday to Saturday and from 08:00 to 24:00 on Sunday. Maintenance and engineering works would normally take place outside of these operational hours, unless the works can be fully separated to enable them to be undertaken during the day with trains operating at the same time.

4.3.3 Phase One could accommodate up to 14 trains per hour in each direction during peak hours. The current assumed initial service pattern is for 11 trains per hour in each direction in the peak between London and the West Midlands. Once Phase Two

becomes operational, Phase One (i.e. between London and the West Midlands) would aim to accommodate up to 18 trains per hour in each direction.

4.4 Site evaluation

- 4.4.1 The STP should include a summary of the key local transport and site operation relevant to the station (or depot for the maintenance depot TP). Much of this information can be found within the TA for the present situation and future baseline, but will need to be updated for the operational phase. Any specific local issues raised by the consultation process should also be noted and addressed if they are relevant to the travel plan.
- 4.4.2 Local transport is evolving and changing around all of the station sites at present, with rapid growth of cycling in Birmingham city centre, central and west London and the growth and redevelopment around Birmingham Airport and NEC and in former industrial sites adjacent to Curzon Street in east Birmingham. The travel plan will set out the local context for each of the station sites. Where sites have been operating as construction sites, the information should be available from the construction workforce travel plan. This will also include an update on local policies and programmes for sustainable travel such as the relevant LTP₃ or MTS.

4.5 Audit of site and surrounding network

- 4.5.1 The travel plan will include a description of the site and the boundaries of the station (or depot) site. This will include a location plan showing the local context of the site and a more detailed plan showing the road network directly serving the site. The description will include:
- a note of local road infrastructure - speed limits, traffic flows and congestion hot spots;
 - public transport services - nearest stops/stations, timetables and principal destinations served;
 - non-motorised user routes - existing footways, road crossings, other rights of way (bridleways, footpaths, canal towpaths), cycle lanes and cycle tracks that are used to access the station;
 - wayfinding information to, from and within the station; and
 - review of online information – do ticket websites provide adequate and accurate information about access and onward journeys.
- 4.5.2 Much of this information is included in the TA but this may need to be updated in consultation with the relevant local planning and transport authority (and the Highways Agency or TfL as appropriate). Where sites have been operating as construction sites, the information should be available from the CWTP.

4.6 Implementation: appointment of a TPC

- 4.6.1 A TPC will be appointed for each depot and station. The TPC will have overall responsibility for the travel plan and act as the single point of contact for local

authority and other stakeholders. The TPC should be employed by the depot or station operator(s) and work with NR.

4.6.2 The coordinator is vital to the STP. Their responsibilities include:

- to promote and encourage the use of travel modes other than the car;
- to provide a point of contact and travel information for employees and passengers;
- to manage and monitor the travel plan document:
- to develop and disseminate appropriate travel plan marketing information and to ensure that all relevant and up to date material is clearly displayed on travel plan notice boards and websites;
- to arrange for travel surveys to be undertaken when necessary;
- to identify key milestones, deliverables and a programme to oversee the development and implementation of specific initiatives;
- to provide a point of contact with transport operators and officers of the local planning and transport authorities and work with other local businesses to pursue joint plans and initiatives;
- to establish a user group (passengers and staff) and review group (local authorities, NR and others such as bus operators), as required, along with a regular reporting programme; and
- to coordinate with the servicing/delivery and car parking management strategies.

4.6.3 This is not a full-time role. The ATOC 'Station Travel Plans Toolkit' suggests that the role may require input of 1 – 3 days per week to develop a plan and then 0.5 days per week for implementation.

4.7 Evaluation of travel requirements

4.7.1 It will be important to establish who is using each station and where they are travelling to and from to help create a package of measures that will meet the needs of all staff and travellers. The TPC could make use of the following information:

- the TA which include estimations of demand, peak times, modes of access and likely catchment for each station;
- market research for HS2 which will include similar information to the above;
- passenger data from the LENNON database, ticket sales, ticket machines and season ticket holders and from car park machines;
- staff travel surveys;
- working with others to conduct passenger surveys to establish actual patterns of use by passengers, how they travel to/from the station, their origin and final

destination and any additional services or facilities they require for travel to/from the station (including questions about awareness of any existing offers such as 'Plus-Bus' and cycle hire);

- analysis of CCTV footage to observe main access points to stations;
- create opportunities for direct web-based and social media feedback from HS2 customers; and
- data from other related surveys such as local household travel surveys, the census, the National Passenger Survey, car parking data and traffic counts that may be conducted by the local authority or other agencies and give an indication of local travel trends.

4.7.2 There is detailed coverage of the type of information that can be collected and what it can be used for in the 'Station Travel Plans Toolkit'. This will be used to support the development of each STP.

4.8 Physical measures to encourage sustainable travel

4.8.1 The design process for Proposed Scheme is already incorporating many measures to facilitate sustainable travel. For example, none of the station sites will be providing long stay car parking facilities on site. It is important however that when delivered in the final scheme these are complemented by a programme of publicity and promotion, these measures could include:

- safe, secure and attractive well-lit walking routes from the stations to the adjacent streets and connecting stations;
- direct links in to the surrounding cycle route network;
- wayfinding/signage improvements on key routes to and from the station;
- secure cycle parking sufficient to meet local demand and linked to local targets for mode share of cycling (5% of trips in Birmingham by 2023⁶, 5% in London by 2026⁷). A 5% mode share for cycling was also recommended as the minimum provision in the 'Better Rail Stations Report' (DfT, 2009);
- cycle hire and maintenance hubs at stations including electric bikes;
- at appropriate locations safe 'kiss and ride' and short stay parking facilities away from main pedestrian thoroughfares;
- secure motorcycle parking;
- direct interchange to local buses, underground and suburban rail services with clear real-time information on timetables, platforms and stops and coherent physical links from HS2 stations to adjacent;
- close working with local transport authorities and bus operators to secure

⁶ Birmingham Cycle Revolution, Cycle City Ambition Grant Bid, April 2013

⁷ Mayor's Vision for Cycling, 2013

additional bus services or higher frequency services, as necessary; and

- comfortable, sheltered waiting areas for bus and taxi services.

4.8.2 Some of this will require off-site improvements to be delivered by the local transport authorities or other agencies such as the ITA or bus operators.

4.9 Working in Partnership

4.9.1 The STP Toolkit identifies working in partnership as an important process in the success of implementing STPs. The key partners for the London stations are TfL and the LB of Camden (for Euston) and LB of Hammersmith and Fulham (for Old Oak Common).

4.9.2 The local authorities in the West Midlands are Birmingham CC for Washwood Heath depot and Curzon Street station, with SMBC for the Interchange station, all of which fall within Centro ITA area.

4.9.3 For the depot at Calvert the local authority is Buckinghamshire County Council.

4.9.4 The TPC will work closely with the local authorities, TfL and Centro to develop the travel plans for each site and to work on joint initiatives such as links to cycle routes and cycle hire, bus interchange and promotional activities. These partnerships should evolve from the current engagement into active co-operation and coordination of activities during the operational stage.

4.9.5 Other partners that may be helpful in supporting the travel plan will include:

- businesses operating within the station (including supply chain providers);
- Local Chambers of Commerce and large businesses and significant local trip generators;
- NR, other Train Operating Companies and bus operators for joint ticketing and promotions;
- passenger groups such as Passenger Focus, local cycling and disability groups to help address any access issues from a user perspective;
- neighbourhood forums and community groups; and
- British Transport Police and TRANSEC.

4.9.6 Travel plan guidance recommends that the TPC sets up user and review groups to involve partners in the development and implementation of the travel plan.

4.10 Measures to promote and encourage sustainable travel

4.10.1 Physical measures and additional services such as buses can be expensive to provide and underused if not promoted. One of the key roles of the TPC is to get a better understanding of the 'door to door' journeys being made by staff and rail customers, as well as to develop initiatives that make this journey convenient. Quite often services are available but staff and passengers may be unaware that they exist.

4.10.2 The TPC may use the following promotional strategies:

- online information about sustainable access to the station or depot;
- postcode maps for staff and events to help them match up for car sharing or taxi sharing;
- season ticket loans or discounts and tax-free bicycle purchase scheme for staff;
- publicity for PlusBus or Smartcard multi-modal tickets;
- promotional events in partnership with the local authority such as national Bike Week and Active Travel promotions to encourage cycling and walking;
- posters and public transport and cycle route maps for display in staff areas and station areas;
- leaflets to help staff and passengers with information about sustainable access choices; and
- staff training so that they are knowledgeable about onward travel for passengers as well as rail travel.

4.11 Targets and monitoring

4.11.1 It can be notoriously difficult to set mode share targets and predict how staff and passengers will react to different interventions. For example, restrictions on car parking may not reduce car travel, due to more 'kiss and ride' drop-off activity, which may have a negative impact on traffic and the environment.

4.11.2 It is also difficult to disaggregate the effect of individual interventions when a whole suite of activities may be taking place, for example is it cycle parking that stimulates cycling, or the provision of route maps or discounted cycles, or exceptionally good weather?

4.11.3 It is more important therefore to set out 'SMART' targets that relate to the timescales for introduction of the travel plan and its measures, and to regularly re-evaluate the travel plan following the analysis of annual monitoring reports. In the context of STPs, this means:

- specific - solutions proposed to the identified gaps/problems;
- measurable - linked to a quantifiable indicator that can be repeatedly and cost-effectively monitored, to assess whether or not they are being achieved;
- achievable - take account of likely availability of funding, approval processes, practical constraints, deliverability;
- relevant - support the wider strategic aims of stakeholders, the policies of the local authority, and meet the needs of passengers; and
- time-bound - consider timescales for delivery, timescales of different partners' planning processes (e.g. franchise, LTP3).

- 4.11.4 Following an initial baseline survey within the first six months of operation, it is suggested that monitoring by station/depot operator is undertaken on an annual basis. The monitoring should seek to establish the mode share for access to the station by staff and passengers, and also include questions that help identify improvements and interventions that would further encourage sustainable travel.
- 4.11.5 There is further guidance on STP monitoring in the 'Toolkit', particularly advice on how to choose the best days and times to get 'representative' data that avoids holidays and other anomalies. It is also important to consider external influences such as nearby major road works or rail disruptions that may be affecting travel choices.
- 4.11.6 As a baseline the mode split information detailed within the TA will be used as a minimum standard to improve upon over time. All targets will be established in consultation with the relevant local authorities once the site-specific travel characteristics are fully appreciated and the survey data has been collected for verification. This will allow the actual mode share information for each station to be better determined and will provide a sound basis on which to develop and set bespoke targets as appropriate.
- 4.11.7 The principles for establishing targets must be relevant to the specific location but will aim to reduce single occupancy car trips and encourage a high walk and cycle mode share.
- 4.11.8 The TPCs for each site will commission staff travel surveys within the first 3 months of operation and annually thereafter to understand where staff working at each station are travelling from, what times they are travelling and typical shift patterns etc. This should include non-rail staff such as retailers and other businesses within the station. The TPC will work with other agencies to establish the most appropriate approach to conducting passenger surveys.
- 4.11.9 The requirement for monitoring will include:
- trip generation rates;
 - mode share and change in mode share over time; and
 - the effectiveness of the travel plan measures in respect of the stations and maintenance depots together with the timetable for implementing the revised or enhanced measures.
- 4.11.10 As a living document, there will be the need to update the travel plans as required. This requirement should be borne from the monitoring exercises for the station and maintenance depot travel plans during the operational phase. The criteria for monitoring will need to understand the travel needs of the workers and passengers to the sites, so that transport measures can be adapted or added to provide for these needs.

5 Framework travel plan review and funding

5.1 Review

- 5.1.1 It is expected that the FTP will become the responsibility of the nominated undertaker, who will ensure the requirements of this framework are delivered by the lead contractors (CWTP), with station/depot operators establishing the site specific travel plans.
- 5.1.2 To facilitate this process and to ensure the site specific travel plans are implemented appropriately the nominated undertaker will identify a route-wide Travel Plan Manager within their existing workforce or employ a person specifically to the post.

5.2 Funding

- 5.2.1 The responsibility for funding the travel plan documents are as follows:
- for the FTP – the nominated undertaker;
 - for the CWTPs – the lead contractors; and
 - for the STPs and depot travel plans – the Operator(s).

6 Action plan

6.1.1 Table 1 provides an indicative outline action plan for each travel plan document. This structure will be followed and expanded upon by the site specific travel plan documents that will be produced prior to construction and operation. Further mode or site-specific actions should be detailed in each CWTP and STP documents, where reasonably practicable.

Table 1: Example TP action plan

Mode	Measure	Action	Responsibility	Potential dates
Framework travel plan				
All	FTP	FTP submitted as part of the Hybrid Bill process	HS2 team	Autumn 2013
All	Route-wide TP manager	Employ a route-wide TP manager	nominated undertaker	Prior to construction
All	Review group	Set up a FTP review group and arrange first meeting	TP manager	Prior to construction
All	FTP monitoring, review and feedback	Monitoring, review and feedback to local authorities, stakeholders and FTP review group	TP manager	Frequency to be established in consultation with relevant local authorities
Construction workforce travel plans – expected actions				
All	CWTPs	CWTPs submitted for approval.	Lead contractor(s)	Prior to construction
All	TP Coordinator	Employ a TP coordinator	Lead contractor	Prior to compound site being in use
All	Review group and user forum	Set up TP review group and arrange first meeting Establish users forum and establish process for obtaining feedback on the travel plan from users	TP Coordinator	Within 1 month of compound site being in use
All	CWTP - monitoring, review and feedback	Monitoring, review and feedback to local authorities, stakeholders and TP review group	TP Coordinator	Frequency to be established in consultation with relevant local authorities
All	Update workforce TP	Review and update TP following initial monitoring exercise and consultation with planning authorities.	TP Coordinator	Following monitoring and feedback process

Mode	Measure	Action	Responsibility	Potential dates
Station and maintenance depot travel plans – expected actions				
All	STP and depot TPs	Station or Maintenance depot travel plan submitted for approval	Station or depot operator(s)	Prior to station or depot being in use
All	TP Coordinator	Employ a TP Coordinator	Station or depot operator(s)	Prior to station or depot being in use
All	Review group and user forum	Set up TP review group and arrange first meeting Establish users forum and establish process for obtaining feedback on the travel plan from users	TP Coordinator	Within 1 months of station or depot being in use.
All	STP & Depot TPs- monitoring, review and feedback	Monitoring, review and feedback to local authorities, stakeholders and TP Review Group	TP Coordinator	Frequency to be established in consultation with relevant local authorities
All	Update TPs	Review and update TPs following initial monitoring exercise and approval with planning authorities.	TP Coordinator	Following monitoring and feedback process

7 References

7.1.1 The following references will be useful in developing travel plans for construction sites, depots and stations:

- LB of Camden (2011) *Camden Local Implementation Plan*
- Birmingham CC (undated) *Company Travelwise in Birmingham, Birmingham's Company Travel Plan (Parts 1&2)*
- Association of Train Operating Companies/Rail Standards & Safety Board (2013) *Guidance on the Implementation of Station Travel Plans: the Station Travel Plans Toolkit*
- TfL (2008) *Guidance on Workplace Travel Planning for Development*
- GLA (2010) *Mayor's Transport Strategy*
- GLA (2013) *Mayor's Vision for Cycling in London*
- Buckinghamshire CC (2012) *Sustainable Travel Plans, Guidelines for Developers*
- Centro (2011) *West Midlands Local Transport Plan 3 (2011-2026)*